

Annual Report 2020/2021

Community Summary Report



Acknowledgement of Country

Logan City Council acknowledges the Traditional Custodians of the land. We pay respect to Elders past, present and emerging and extend that respect to all Aboriginal and Torres Strait Islander peoples.



The smoking ceremony is an ancient custom among Indigenous Australians and is believed to ward off bad spirits.

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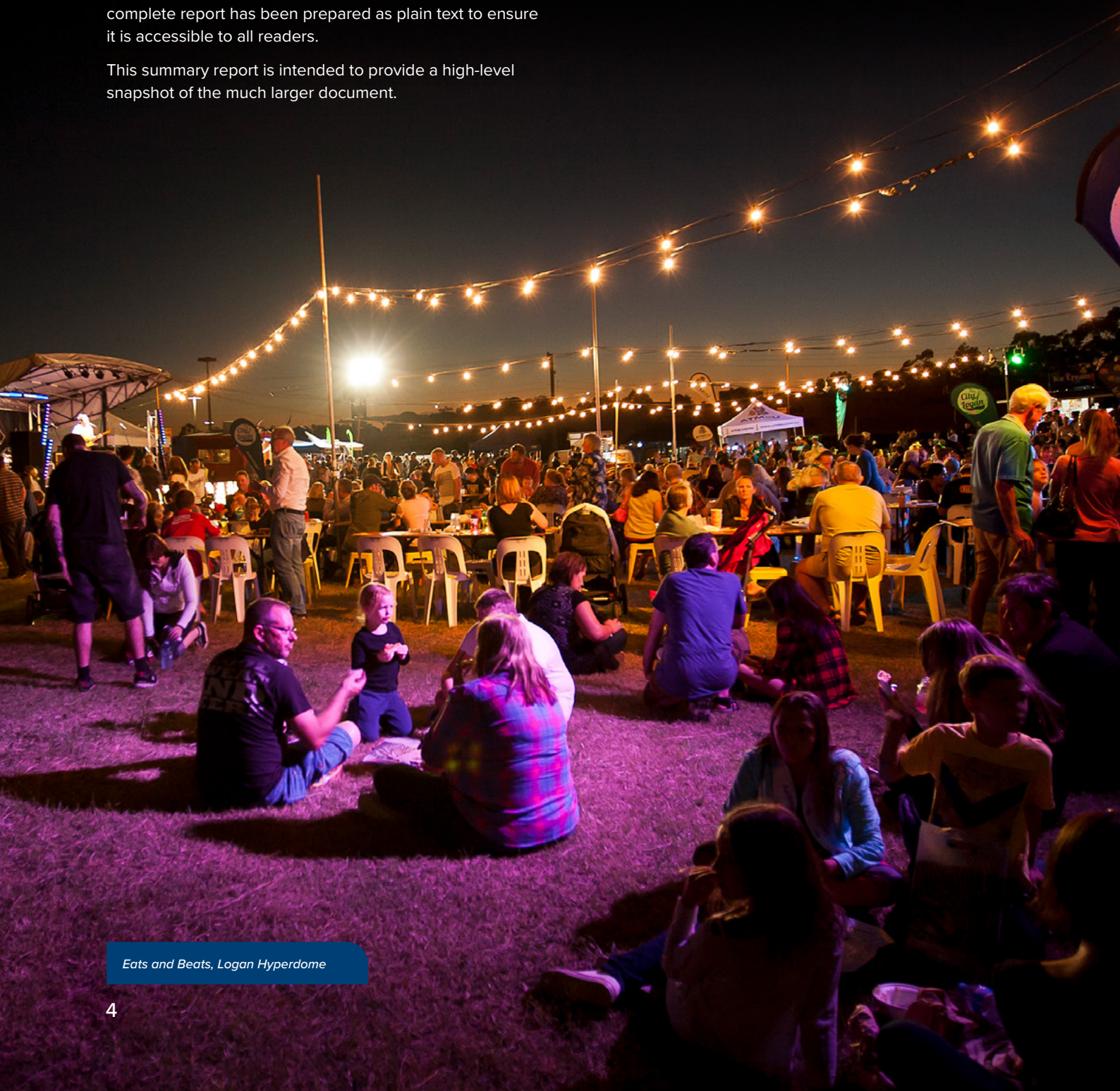
Cover image: Artist's impression of Riverine Discovery Centre

Introduction

This is a summary of the Logan City Council 2020/2021 Annual Report.

The complete Logan City Council 2020/2021 Annual Report is available online (logan.qld.gov.au/annual-report-1). It details our performance during the 2020/21 financial year. It shows what we have done to meet the strategic priorities outlined in our Corporate Plan 2017-2022. It also details our long-term financial planning. The complete report includes all statutory information required by the Queensland Government. It is an open and honest account of our performance and financial position. The complete report has been prepared as plain text to ensure it is accessible to all readers.

This summary report is intended to provide a high-level snapshot of the much larger document.



Our vision, purpose, goal and values

Our city vision

Innovative, dynamic, city of the future.

Our organisation vision

Enabling next generation government.

Our purpose

To make a positive difference in people's lives through the quality of services we provide.

Our goal

To be an organisation where our staff pursue excellence in all that they do, with high levels of job satisfaction.

Our values

At Logan City Council we value:

COMMUNITY FIRST

We work together to know our customers' needs so we deliver what matters and what makes a difference. We make decisions with empathy and recognise that our community's needs are at the core of every decision we make now and into the future.

OUR PEOPLE

We respect, care about, support and develop our people. We promote a safe workplace where people can explore opportunities, enjoy themselves and achieve high levels of personal job satisfaction.

EXCELLENCE

We create an environment where people are clear about expectations and accountable for achieving excellent outcomes. We foster enquiry, innovation and creativity with a focus on continuous improvement.

LEADERSHIP

We encourage leadership aligned to our values at all levels of the organisation. We work together to best use our skills and knowledge to pursue challenges and to deliver excellent services to our customers and our community.

INTEGRITY

We are honest and open by saying what we believe, doing what we say and giving permission for others to do the same. We take responsibility, individually and as a team, for all that we do.

Mayor's message

The 2020/2021 Annual Report represents the first full financial year since the return of elected members to Logan City Council in April 2020. As you will see from the outcomes and achievements outlined in the following pages, we have been busy.

We delivered our first budget in July 2020, and many of the projects you will read about were progressed as part of that decision-making. I'm proud of what we achieved in 2020/21, particularly given our entire term to date has been under the shadow of the COVID-19 pandemic.

Our response as a local government to COVID-19 was swift and wide-ranging. We knew our community was hurting and we supported our teams to provide help to impacted households, individuals and businesses.

In 2020/21, Council provided more than \$150,000 to 34 community organisations via our COVID-19 Community Response Grants between August and December, and emergency relief to more than 522 families and individuals. We re-established our Emergency Relief Network, and provided 250 refurbished computers to help students and families learning from home. Council also offered financial relief to affected businesses through discounted fees, and created a centralised resource of available grants and other supports.

It was important for us as a newly elected team to listen to our community, and we've done that through our comprehensive Logan Community Vision project. We asked our community to help develop a vision for how we want our city to be in the future, and you told us. That vision then influenced the organisation's direction for the next 5 years, the Logan City Council Corporate Plan 2021–2026.

We also revised our community engagement strategy, to ensure we continue to keep the community's voice at the heart of our decision-making.

The financial year under review progressed some of our city's most exciting community infrastructure projects, including the Kingston Butter Factory Cultural Precinct, Cronulla Park (and its new PCYC) and Underwood Park multi-sport development.

We launched The CoLab Growth Hub, an innovation engine for our city's scaling ventures looking to expand internationally, progressed a new economic development strategy, and launched our Think Local, Buy Logan campaign.

Our growth as a city did not slow in 2020/21. In fact, we had a record number of development applications, showing the City of Logan remains a popular choice for families and businesses.

The City of Logan is a green city, and we want to protect that. So, in 2020/21, Council undertook projects to protect and enhance the Albert and Logan Rivers, coordinated a host of community-based environmental activities and, importantly, adopted a Climate Resilience Strategy.

I would like to thank my fellow Councillors for their support in 2020/21 and their willingness to adapt to the ever-changing challenges brought on by the pandemic. I believe we've set a strong foundation for coming years.

I would also like to thank the Acting CEO, Silvio Trinca, the Executive Leadership Team and all staff for their continued professionalism. This annual report reflects how much we all care about this great City of Logan.

Mayor Darren Power
City of Logan



Acting CEO's message

It goes without saying that 2020/21 was a challenging year for most people. For us as a local government, it presented unique challenges in how we do business and how we serve our community.

I believe we rose to the challenge, and responded as an organisation with compassion, professionalism and flexibility.

Importantly, we continued to deliver facilities, programs and services at the level of excellence our community has come to expect – albeit at times adapted to suit pandemic restrictions.

While some programs and services temporarily closed during lockdowns and tightened restrictions, others could be adapted. We created online learning hubs and increased access to digital resources at our libraires, and adapted school holiday programs to run online.

Major construction and maintenance projects rolled out for our roads, water and wastewater networks, and our waste management facilities adapted to restrictions so that we could continue to provide this vital service as close to business as usual as possible. We progressed major community cultural and sporting infrastructure projects and opened the Cedar Grove Environmental Centre.

We often talk about being agile and flexible as an organisation, and in this past year we proved we embody that ideal. Lockdown and tight physical distancing mandates meant many of our office-based staff were required to work from home. At the height of the pandemic, more than 70 per cent of staff were able to do so when required. Our Modern Digital Workplace initiative meant this could happen with minimal disruptions to customers and, in the majority of cases, provided a seamless transition.

Measures were put in place across all our facilities and venues to ensure staff and the public remained safe, including at our City Administration Centre, which remained opened except for during official lockdowns.

We also looked forward and planned for our future. In 2020/21, we developed a new corporate plan to guide Council's priorities and investment over the next 5 years. It was influenced by the Logan Community Vision, a major community engagement project that helped Council understand what the people of Logan want their city to be like in the future.

As such, this is the final annual report under the Logan City Council Corporate Plan 2017–2022. Our next annual report will reflect the priorities and outcomes of our new Logan City Council Corporate Plan 2021–2026.

An annual report is all about transparency in our performance and our financial management. As you will see, Council remains in a sound financial position at 30 June 2021, which positions us well for a strong and sustainable future.

Thank you to our elected members, my fellow Executive Leadership Team members, and all staff for your outstanding efforts this year. We continue to show that we truly are a resilient organisation committed to serving our community to the best of our ability, regardless of the circumstances around us.

Silvio Trinca
Acting CEO



Our city

The City of Logan is one of Queensland's largest and fastest growing cities. It is located in the heart of South East Queensland, between Brisbane and the Gold Coast. It covers 959 square kilometres and has more than 341,985 residents – more than 6.5 per cent of Queensland's population.

With quality land and community infrastructure available, the city is growing in a planned and sustainable way. Demographic forecasts indicate our population will increase to 500,000 people within 20 years.

Given our location, young population and skilled, educated workforce, Logan is ideally placed to continue emerging as a major economy in South East Queensland.

Our city is proud to be home to a culturally diverse community. We have residents from 217 different cultural backgrounds living in 70 suburbs. Our suburbs offer lifestyle options from apartment living and leafy suburbs to rural-residential homesteads in natural bushland.

Our city has a strong and vibrant community spirit. We are renowned for our diverse events, cultural celebrations, natural features and cafe/restaurant scene. We also host a wide variety of sports and outdoor activities.



Global Food Village Markets,
Woodridge

Our history

The Logan region was originally inhabited by Aboriginal people who led self-sufficient and harmonious lives. Their first contact with Europeans occurred when the Commandant of the Moreton Bay Penal Settlement, Captain Patrick Logan, explored the Logan River in 1826. He named it the Darling River. It was renamed by Governor Darling in honour of Captain Logan.

The Logan local government area was created in 1979. The City of Logan was declared in 1981.

In 2008, as part of local government amalgamations, the City of Logan expanded to include areas previously part of Gold Coast City Council and Beaudesert Shire Council.

The Logan of today is a bustling modern city looking to the future, but there are still many reminders of the early settlers. Historic cemeteries remain at Kingston, Carbrook, Waterford West, Logan Reserve and Slacks Creek. The oldest remaining buildings in the district include the slab hut in the grounds of Mayes Cottage and the Kruger house at Carbrook.



City of Logan in profile



Performance overview

Delivering on our corporate plan priorities

Council's 2020/21 Operational Plan has 76 projects. These helped us deliver outcomes on the 6 priorities outlined in our Corporate Plan 2017-2022. The priorities and their definitions are:

QUALITY LIFESTYLES (QL)

As a welcoming city with a vibrant community spirit, residents of the City of Logan have a strong sense of belonging and our people feel safe. We have the social infrastructure to meet the needs of our diverse community and diversity in lifestyles. We support residents to engage in community life and lead healthy and active lifestyles.

IMAGE AND IDENTITY (II)

As an innovative, dynamic, city of the future, we have a tapestry of cultures and events immersed within urban and rural landscapes. The City of Logan thrives on food precincts, creative arts, heritage trails, manufacturing and logistics, and retail and commercial districts. We are well known for the diverse cultures and lifestyles on offer to our residents, visitors and business. Our people have access to recreational and artistic pursuits and vast open green spaces. Our image and identity attracts families, visitors and city-shaping investment.

CONVENIENTLY CONNECTED (CC)

We manage growth using smart urban design, with the City of Logan interconnected by reliable and convenient transport network infrastructure across the city, and across regional boundaries. We have designed our urban form to ensure places, spaces and facilities within our neighbourhoods are accessible, conveniently located and meet the pace of the growing city.

GREEN AND RENEWABLE (GR)

We use responsible urban planning in the City of Logan to protect rural living, our natural environment and green spaces. Our hectares of parkland are surrounded by water bodies and waterways that meander through the city. We enable investment and delivery of renewable technologies and prepare our city to transition to a carbon conscious community. We value our environment, safeguarding our biodiversity, local wildlife, threatened species and green corridors.

ECONOMIC TRANSFORMATION (ET)

As home to South East Queensland's next future CBD and with dynamic business districts and niche suburban economies, the City of Logan offers unlimited potential, with diverse economic hubs for innovation, agribusiness, investment and emerging industry that attract a highly-skilled local workforce.

NEXT GENERATION GOVERNANCE (NG)

We embrace innovation and digital transformation to meet the needs of our customers and community. We embed continuous improvement to provide quality services and assets that add value to our community. Our strong civic leadership forges strategic national and global partnerships to promote and deliver responsible governance of the City of Logan.



Community and customer performance highlights

Overall satisfaction with Council customer services (on a 1 to 5 scale) 5-year trend.



Financial year	Score (out of 5)
2016/2017	4.6
2017/2018	4.6
2018/2019	4.7
2019/2020	4.6
2020/2021	4.6

205,000

inbound customer calls answered via the contact centre



195,000

online transactions



Customer requests:

18,203

Community parking:

1,895

Heavy vehicle parking:

405

Pest plant and feral animal management:

1,443

Residential and public place amenity and public safety matters:

5,919

Animal incident and animal nuisances:

7,341

Graffiti management:

1,200

30,000

Counter enquiries



9,325

development assessment related requests

8,282

Requests for road maintenance



760 jobs created or retained



15,419 km of roads swept



27,784

vaccinations given to clients across the city



15,637

potholes fixed across the city



33 proactive Crime Prevention Through Environmental Design (CPTED) audits



More than **34,000**

trees planted along our waterways



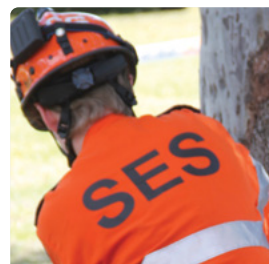
City performance highlights



\$229 million in investment
by promoting the city



More than **300**
media news items
generated featuring
Council (6,378
mentions and more
than 66.9 million
people reached)



Logan State
Emergency Service
was activated to
assist the community

20 times (245
days of service)



38 new
EnviroGrants
awarded



More than **23,890**
mega litres of drinking water
provided (around 9,550
Olympic swimming pools)



150 priority bushland parks maintained



More than **23,526**
mega litres of wastewater
safely returned to the
environment



More than **3,689**
wildlife rescued by
Logan Animal Ambulance

You can read more about our performance highlights in our complete Logan City Council 2020/2021 Annual Report.

Highlight snapshot

Logan Community Vision and new corporate plan

In 2020/21, City of Logan residents were invited to help shape the future of their city through a new community vision.

We delivered a community visioning process over 10 months, starting in September 2020. The process helped develop the Logan Community Vision and Council's new Corporate Plan 2021–2026. It ran across multiple stages:

STAGE 1: BROAD COMMUNITY ENGAGEMENT

- People who live and work in the city were invited to respond to the simple question: 'If it was up to you, what would the City of Logan be like in the future?'

STAGE 2: TARGETED ENGAGEMENT

- We collated and analysed every response from Stage 1 and identified initial themes. These themes were then discussed through focused conversations. This ensured we listened to, and gained insight from, all parts of the community.
- We held a series of workshops at the start 2021. Participating community members were invited to share their views on the city's future. The sessions were:
 - community workshops
 - special interest group meetings and workshops, including:
 - » culturally and linguistically diverse people
 - » youth service providers
 - » Logan Ratepayers Association
 - » Logan Chamber of Commerce
 - » environmental community group
 - » youth (high school age)
 - » children (5 to 10 years old)
 - » small children (under 5 years old)
 - » people living with a disability.

STAGE 3: DELIBERATIVE ENGAGEMENT

- We created a panel that represented the many faces and voices of our community. Participants were randomly selected. This group heard from content experts, considered the results to date, and articulated a new Logan Community Vision: 'Logan is a thriving, forward-thinking community, building a smart future by embracing innovation, diversity and equality for all. No matter where you're from, you're welcome in Logan.'

STAGE 4: CORPORATE PLAN

- The Logan Community Vision became the starting point for developing the new corporate plan.

The information captured from the community visioning process will help guide future Council strategies.

The Corporate Plan 2021-2026 was adopted by Council on 21 June 2021. Its 7 focus areas were informed by the broad themes from the community visioning process. The 7 focus areas are:

- maintaining current levels of service
- proud city
- environment
- healthy connected community
- economy and growth
- infrastructure
- high performing organisation.

Council's new Corporate Plan 2021–2026 came into effect on 1 July 2021. Find out more:

logan.qld.gov.au/reports-and-publications/corporate-plan

Challenge snapshot

As a result of COVID-19, we faced several challenges, particularly in delivering regular programs and services. We adapted our offerings so we could meet our community's needs and expectations. We also provided extensive community support during the ongoing pandemic.

Business continuity during the pandemic

In 2020, we activated our business continuity plans to manage the COVID-19 pandemic. We faced challenges including:

- Social distancing restrictions required staff to be able to work from home. This had to be enabled quickly to maintain Council's critical services.
- Some critical Council services were not able to be delivered with a working-from-home arrangement. We made sure that our work practices helped keep our people safe.
- Several of our facilities needed to be closed during the height of the pandemic to comply with state and federal government directives. This impacted permanent and casual staff who work in those facilities. They needed to be redistributed to other areas of the organisation or seek alternate work arrangements.
- We didn't initially have the right technology to enable people to effectively work from home.

An additional challenge has been the longevity of the pandemic. The World Health Organisation declared COVID-19 a pandemic on 11 March 2020 and it continued throughout the 2020/21 year.

To overcome these challenges, the Crisis Management Team was stood up. One of the first actions was to work with the Information Technology Branch to implement new IT infrastructure to help staff work from home. This needed to happen quickly to allow critical Council services to be delivered.

The team adopted a flexible 'respond, recover, reimagine' approach to the pandemic by reshaping how we responded to a crisis. The Crisis Management Team met daily with a constantly revised agenda. Working groups were set up to work on specific issues during the pandemic and report back to the Crisis Management Team.

At the height of the pandemic, more than 70 per cent of our staff were able to effectively work from home. This demonstrated how effectively we were able to implement and manage a hybrid working environment. We were able to implement this capability quickly while maintaining Council services.

We also:

- increased our maturity around the implementation and use of technology
- empowered our people to work autonomously and as part of a team
- increased flexibility in our culture
- ensured our supply chains were adaptable so that critical products such as hand sanitiser, disinfectant, wipes and toilet paper were available
- were more innovative in the types of goods and products we procured.

The next step for continually improving our business continuity planning is engaging an external auditor. They will review our business continuity framework and provide feedback and opportunities for improvement. We will use the audit outcomes to improve our business continuity framework, strategies, policies and plans. To do this, we'll recruit a dedicated Business Continuity Planning Officer.



Anna Varga (right) from Logan Central Library with Maria Mulheran doing Home Library Services deliveries at Trinder Park Aged Care

Our community support during COVID-19

In addition to the initiatives above, we provided a range of support in our community during the ongoing pandemic.

We:

- provided \$150,127.50 to 34 community organisations through COVID-19 Community Response Grants (August-December 2020)
- had regular contact with:
 - disability networks
 - First Nations Elders
 - cultural leaders
 - seniors' networks and aged care providers
 - community associations and centres
 - youth service providers
 - mental health services and networks
- re-established the Emergency Relief Network
- provided emergency relief to 522 people and families
- supported homeless street services, including helping deliver Homeless Shower Support
- helped refurbish 250 computers to support students and families learning from home
- helped seniors stay connected through the Logan Phone Buddy, Home Instead Pen Pal, and Home Instead Teddy Bear Postcard programs, and through the Friendline support service and Community Visitors Scheme
- ran the Postcards from the Heart initiative.

You can read more about our highlights and challenges in our complete Logan City Council 2020/2021 Annual Report.



ADRA volunteers offer support to the community during COVID-19

Engaging our community

Revised community engagement strategy

In 2020/21, we revised our community engagement strategy to ensure our engagement with the community meets evolving needs. We did this in consultation with the community. The Community Engagement Strategy 2020–2024 gives us an overview of the current context of the city and engagement practices. It provides direction and consistency for actions to strengthen practices for planning and implementing engagement programs in Logan. From listening to our community, a vision for community engagement and guiding principles were created.

Have Your Say

'Have Your Say' is Council's online hub for community and stakeholder engagement. Council wants to hear the community's ideas, consider feedback and find out what really matters to locals.

This year, COVID-19 impacted our ability to engage with the community. Some planned engagement events were unable to go ahead. This resulted in a decrease in the total number of engagement projects this year.

Our major community engagement project this year was to seek a future vision to guide the new corporate plan. This highly successful engagement also provided direction for the development of a number of supporting strategies to move us toward the community's vision.

Year	Total number of engagement projects	Online components
2016/2017	76	50
2017/2018	85	66
2018/2019	98	71
2019/2020	85	84
2020/2021	52	52

Safe City Logan community survey

In 2020/21, 534 people completed the 2020 survey. Of those, 25 said they were not City of Logan residents. The Safe City Logan community survey is an action from the Safe City Strategy and Action Plan 2016–2020. It was undertaken annually from 2016 to 2020 to gauge community perceptions of crime and safety in their local neighbourhood and/or in the wider City of Logan. These views helped us prioritise community safety projects for the following year. In comparing the survey results over the last 5 years, community members' feelings of safety have remained relatively consistent. Community satisfaction with our community safety programs also remains consistent.

Community Development Action Plan 2019–2020

We developed the Community Development Action Plan 2019–2020 through meaningful conversations with our community. We spoke with residents, community groups, organisations and networks to understand their strengths. Together, we want to develop shared solutions to help shaping their communities. The action plan identified key work areas and actions that were delivered up to December 2020. The Community Development Action Plan 2019–2020 identified 55 priorities. Of those, 93 per cent (51 priorities), were achieved through partnerships, projects and initiatives. The remaining 4 priorities are under way and due for completion by December 2021. All 55 actions have been incorporated into our ongoing work.

Yarrabilba Integrated Service Hub

The \$7.42 million Yarrabilba Integrated Service Hub is being delivered through an innovative partnership involving Council, the Queensland Government, Brisbane Catholic Education and Lendlease. It will provide much-needed space for community services and community spaces as Yarrabilba grows. This year, we engaged the Yarrabilba community, including young people, to help design the new hub along with stakeholders and project partners. We also developed the overarching legal agreement to enable the funding, delivery and operation of the future hub with the 6 project partners.

AWARD HIGHLIGHTS

LOGAN ART GALLERY

Logan Art Gallery was acknowledged with a prestigious Australian Museums and Galleries National Award of highly commended in 2020 for *Our stories and designs*. The exhibition featured original artwork by 7 Logan Aboriginal and Torres Strait Islander artists. It was supported by a quality catalogue and an outstanding community event celebrating First Nations art and culture.

LOCAL GOVERNMENT MANAGERS AUSTRALIA QUEENSLAND AWARD

We received the 2021 Local Government Managers Australia Queensland Award for Collaboration. The award recognised the partnership between our Logan Safety Camera Program and the Queensland Police Service Logan District Tasking and Coordination Centre.

THE CEDAR GROVE ENVIRONMENTAL CENTRE

The Cedar Grove Environmental Centre is a 3-time award winning project. It received major engineering and water industry awards for excellence in 2020/21. The facility does more than treat wastewater. It also provides net environmental benefits to the Logan River and its catchment.

You can read more about these awards (and others) in our complete Logan City Council 2020/2021 Annual Report.



Our elected members



Mayor Darren Power

Elected Mayor: 2020
Elected Councillor: 1997
Representing the whole of the City of Logan.



Councillor Lisa Bradley

Division 1
Elected Councillor: 2008
Representing Priestdale, Springwood, Rochedale South, and part of Daisy Hill.



Councillor Teresa Lane

Chair of the City Infrastructure Committee
Division 2
Elected Councillor: 2020
Representing Kingston, Logan Central, Woodridge, and part of Underwood.



Councillor Mindy Russell

Division 3
Elected Councillor: 2020
Representing Slacks Creek, Daisy Hill, and part of Shailer Park and Underwood.



Councillor Laurie Koranski

Chair of the City Lifestyle Committee
Division 4
Elected Councillor: 2016
Representing Bannockburn, Belivah, Buccan, Cedar Creek, Kairabah, Waterford, Windaroo, Wolffdene, Yarrabilba, and part of Bethania, Logan Village and Tamborine.



Councillor Jon Raven

Deputy Mayor
Chair of the Planning, Economic Development and Environment Committee
Division 5
Elected Councillor: 2016
Representing Berrinba, Marsden, Waterford West, and part of Crestmead.



Councillor Tony Hall

Division 6
Elected Councillor: 2020
Representing Bahrs Scrub, Edens Landing, Holmview, Loganlea, Meadowbrook, and part of Bethania.



Councillor Tim Frazer

Division 7
Elected Councillor: 2020
Representing Boronia Heights, Browns Plains, Forestdale, Hillcrest, and part of Park Ridge and Regents Park.



Councillor Jacob Heremaia

Chair of the Procurement and Appropriations Special Committee
Division 8
Elected Councillor: 2020
Representing Heritage Park, Logan Reserve, and part of Chambers Flat, Crestmead, Park Ridge, Park Ridge South and Regents Park.



Councillor Scott Bannan

Division 9

Elected Councillor: 2020
Representing Cedar Grove, Cedar Vale, Glenlogan, Jimboomba, Mundoolun, Riverbend, Stockleigh, Veresdale, Veresdale Scrub, Woodhill, and part of Chambers Flat, Logan Village, Munruben, North Maclean, South Maclean and Tamborine.



Councillor Miriam Stemp

Division 10

Elected Councillor: 2020
Representing Carbrook, Cornubia, Loganholme, Tanah Merah, and part of Shailer Park.



Councillor Natalie Willcocks

**Chair of City Governance
Committee**

Division 11

Elected Councillor: 2020
Representing Flagstone, Flinders Lakes, Greenbank, Kagaru, Lyons, Monarch Glen, New Beith, Silverbark Ridge, Undullah, and part of Munruben, North Maclean, Park Ridge South and South Maclean.



Councillor Karen Murphy

Division 12

Elected Councillor: 2020
Representing Beenleigh, Eagleby, and Mt Warren Park.

You can read more about our elected members in our complete Logan City Council 2020/2021 Annual Report.

Our organisation



Logan City Council Administration Centre, Logan Central

Executive Leadership Team (ELT)

Logan City Council's executive team is made up of the CEO and 5 Directors. The ELT is responsible for overseeing the performance of the organisation and for delivering the outcomes expected by Council (as expressed in our corporate plan and annual operational plan). The ELT meets weekly and on other occasions as required.



Silvio Trinca

CEO - Logan City Council (Acting)
Joined Council in 2008



Katie Barton-Harvey

Director - Community Services
Joined Council in 2018



Dr Scott Bourke

Director - Innovation and City
Transformation
Joined Council in 2019



David Hansen

Director - Strategy and Sustainability
Joined Council in 2015



Daryl Reilly

Director - Road and Water
Infrastructure (Acting)
Joined Council in 1994



Robert Strachan

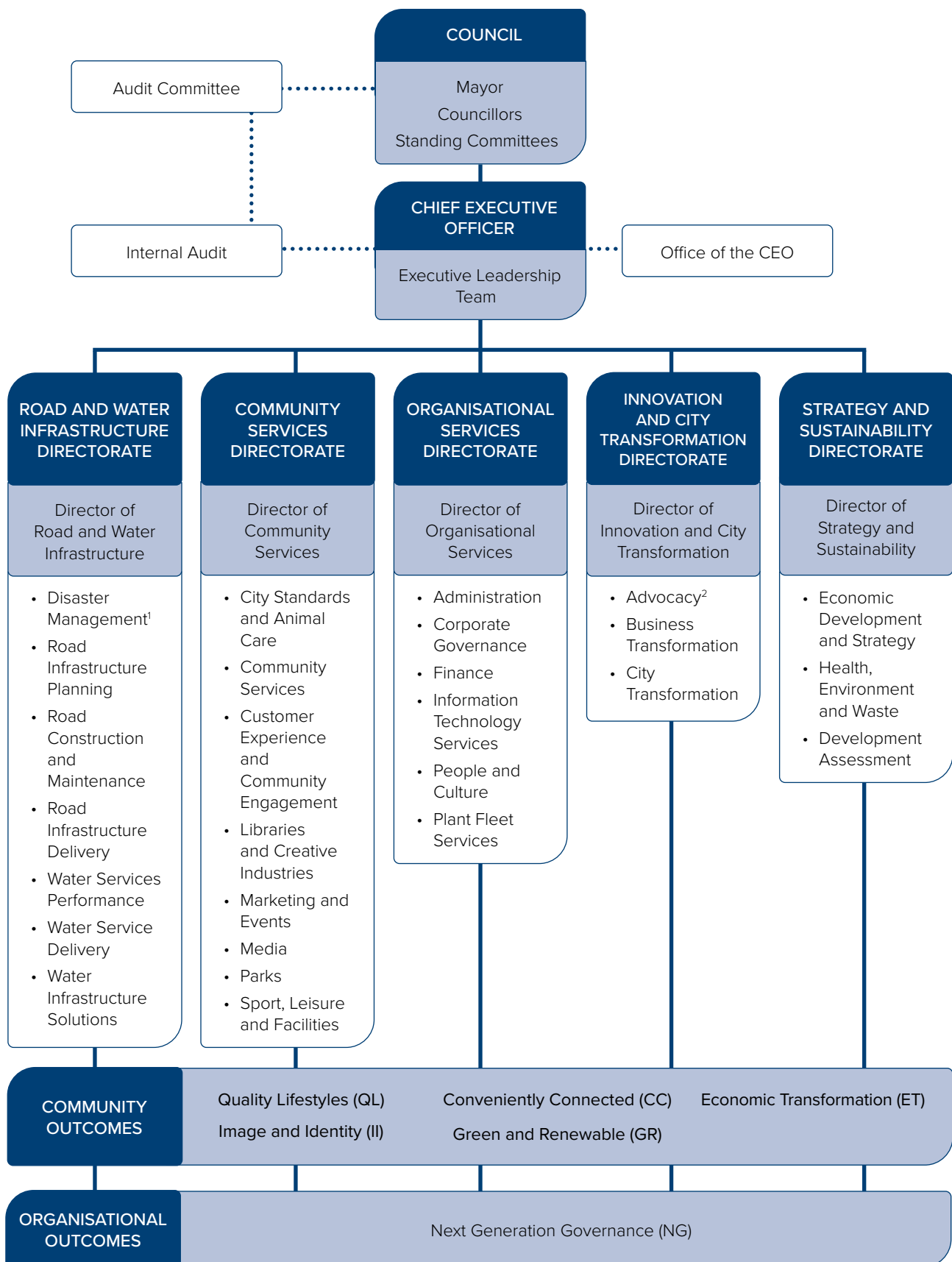
Director - Organisational Services
Joined Council in 2013

Staff age profiles in 2020/21

Age range	Number of staff	Percentage of staff
15 to 19	28	1.5%
20 to 24	118	6.6%
25 to 29	140	7.7%
30 to 34	180	9.9%
35 to 39	206	11.3%
40 to 44	246	13.5%
45 to 49	233	12.8%
50 to 54	248	13.6%
55 to 59	216	11.9%
60 to 64	157	8.6%
Over 65	47	2.6%
Total	1819	100%

You can read more about our organisation in our complete Logan City Council 2020/2021 Annual Report.

Organisational structure



¹ Disaster Management is a program that reports directly to the Road and Water Infrastructure Directorate.

² The Advocacy Program is a program that sits within the Office of the Innovation and City Transformation Directorate.



Sustainability highlights

We aim to be a sustainable organisation. To promote quality of life and wellbeing for the community, we manage our growth and operations responsibly to deliver long-term value for the city.

We have developed a range of initiatives to embed sustainability in our strategic direction. These are grouped in 4 pillars of sustainability:

- environmental
- economic
- social
- financial*.

*Financial sustainability is covered in our community financial report in our complete annual report (logan.qld.gov.au/annual-report-1).

Environment

WASTE DUMPING TASKFORCE

In 2020/21, we took a proactive approach to combat illegally dumped waste. Items dumped illegally in our city include tyres, toxic chemicals and construction waste. We received a one-off grant for \$235,424 from the Queensland Department of Environment and Science, which meant we could start proactive monitoring and enforcement activities. It also supported initial investment in educational programs, strategies and technology. Through this funding, our waste dumping taskforce:

- investigated 607 complaints from concerned residents
- identified 87 offenders through covert surveillance
- issued \$111,417 in fines
- developed public education and awareness material
- invested in covert surveillance assets to detect illegal dumping
- gathered intelligence about repeat offenders in the city.

Council invested a further \$180,000 in the taskforce for the year ahead. This will support increased education, surveillance and enforcement capabilities.

FREE TREES PROGRAM

In 2020/21, 6,770 residents participated in the free trees program. This was across 11 free events held throughout the financial year until March 2021. The remaining events were postponed due to COVID-19. The program gave away 10,480 plants to the community. Of these, 8,128 went to residents and 2,352 to 44 qualifying community groups, organisations and schools.

EMISSIONS PROFILE REPORT

We delivered an annual emissions profile report based on the requirements of the National Carbon Offset Standard for organisations. The report provides an internal reference document for tracking and measuring our carbon emissions. (Council endorsed the Carbon Reduction Strategy and Action Plan in January 2018. This document sets an ambitious target of achieving carbon neutrality for all our operations by 2022. An essential aspect of achieving carbon neutrality is accurately estimating the carbon profile of the organisation.)

CLIMATE CHANGE RESILIENCE STRATEGY

We developed a Climate Change Resilience Strategy 2021-2031 and Climate Change Resilience Policy. These were based on detailed research and community feedback. The documents will enable us to embed consideration of climate change into corporate decision-making. The strategy will guide our planning and response to both slow-moving and fast changes in our climate. It also aligns with our goal of being a certified carbon neutral organisation. It builds on the many energy efficiency, climate change resilience and carbon reduction actions we have already delivered.

WILDLIFE MOVEMENT SOLUTIONS PROJECTS

These projects involved applying a new wildlife–vehicle collision hotspot methodology to protect our top priority species. It's an innovative iteration of our earlier wildlife–vehicle collision hot spot mapping. As part of that project, we trialled virtual fences that restrict wildlife movement in targeted areas. The purpose was to enhance road safety and reduce wildlife–vehicle collisions. The updated mapping and wildlife safety awareness campaign led to an increase in visits to relevant Council webpages and increases in wildlife sightings reported to Council. We are now planning the next campaign phase and roll out of additional wildlife movement solutions.

ALBERT RIVER RIPARIAN REHABILITATION

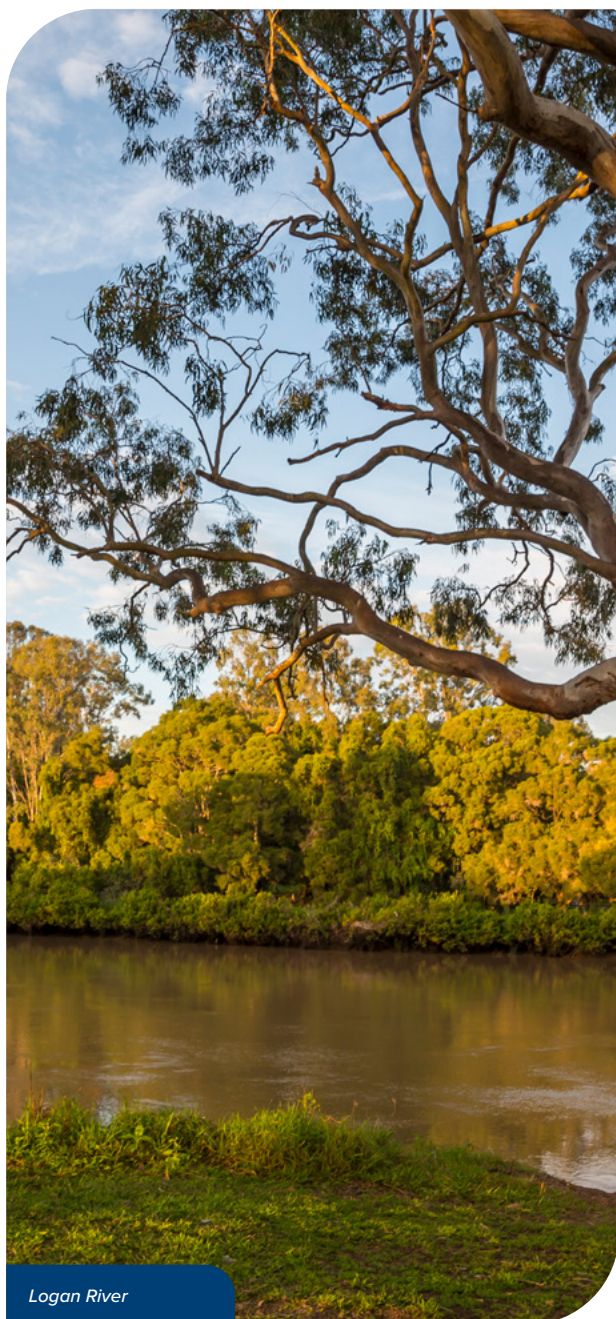
In October 2020, we removed weeds along a 200-metre stretch of the riverbank at Luscombe Park. We also planted around 320 native species and improved the stability of an eroded channel. The site is now under routine maintenance until June 2022. We rehabilitated Wolffdene South Reserve in April 2021. We removed weeds and planted 1,600 tube stock along a 200-metre stretch of the Albert River. In September 2020, another 300 plants were planted. This site is also now under maintenance until June 2022.

LOGAN RIVER RIPARIAN REHABILITATION

Wendt Park bank rehabilitation activities were expanded in 2020/21. This year's work saw 3,050 plants planted in October 2020 and ongoing weed maintenance in nearby areas. There has been significant planting at the rear of Riverdale Park over the last 8 years. In 2020/21, another 5,800 plants were planted to infill the canopy over the 3.69-hectare area. The remaining area is actively maintained. In September 2020, the Queensland Government gave us approval to stabilise and rehabilitate the riverbank at Logan River Parklands. Construction occurred from February to May 2021. The project included installing:

- 2 log root balls, which improve fish habitat
- 7 log pile fields to prevent future erosion.

We also rehabilitated a 200-metre stretch of riverbank with 1,500 plants.



Logan River

Economic

THINK LOCAL, BUY LOGAN CAMPAIGN

We continued to refine and deliver our Think Local, Buy Logan campaign. It aims to help drive best value decisions and support local businesses where possible. We hosted supplier engagement and networking events, reviewed processes, and raised staff awareness of the Buy Logan policy.

NEW ECONOMIC DEVELOPMENT STRATEGY

In consultation with our community, we developed a framework for a new Economic Development Strategy. The purpose of the strategy is to set out Council's role, priorities and actions for the next 5 years. The strategy is now close to completion. We are reviewing the document and finalising internal consultation. Once finalised, the new Economic Development Strategy will be presented for Council endorsement.

ATTRACTING INVESTMENT

This year we successfully delivered 2 key investment events for Logan. The Logan Tech Round Table in November 2020 was attended by local and external businesses. An Investment Round Table was held in May 2021 with the Queensland Treasurer, the Hon. Cameron Dick MP. The purpose of this event was twofold. Firstly, we needed to understand the current issues. Secondly, we needed to understand what government can do to help businesses thrive.



Metcash, Crestmead

Social

YOUTH STREET HUBZ

We held 3 successful hubs at Crestmead Park, where more than 500 young people engaged and connected with local support services. This was in response to our Safe City Strategy and Action Plan 2016–2020. The Youth Street Hubz initiative was developed in partnership with Logan Youth Justice, YFS and Crestmead PCYC. The hubs are designed to be a one-stop-shop for essential support services available in Logan. Using a soft entry approach, the hubs create referral pathways for young people in Logan. The aim is to connect young people with local support services and engage them in pro-social activities.

DIGITISING WITH SOCIAL IMPACT

This year, the social enterprise Jigsaw Australia helped digitise our long-term and high-value corporate records. The not-for-profit social enterprise works with people with disabilities, including those who live in the City of Logan. This project gave us the opportunity to partner with Jigsaw and help make a difference. Over 12 months, Jigsaw digitised more than 7,500 files for Council. This created more than 2,500 hours of employment and work experience opportunities to people living with disability. That amounts to more than \$87,000 invested into disability employment.

INCREASED DEMAND FOR DIGITAL LIBRARY RESOURCES

During the COVID-19 pandemic, the community's access to libraries was sometimes not possible due to lockdowns. ebooks and other digital content were extremely popular with library customers. As a result, Logan Libraries expanded its collection of ebooks, e-audiobooks, online newspapers and digital magazines. This allowed us to cater to growing demand from Logan residents for digital material. Library customers borrowed a record-breaking 2,137,670 items in the past year. Of these, 301,298, or 14 per cent, were digital loans. Nearly one third of all loans were 'click and collect' requests by library customers.

KRANK SCHOOL HOLIDAY PROGRAM

Our KRANK school holiday program was impacted by COVID-19 restrictions for the first part of the year. As restrictions escalated, in-person activities ceased. The program provides a variety of free and low-cost activities. It is aimed at young people aged 5 to 17 in the City of Logan. We worked with local businesses and community organisations to build their capacity to deliver their KRANK offerings online for the June/July school holidays. The adapted program was collaboratively developed over 3 weeks. Key statistics from the June 2020-April 2021 period:

- 38 providers
- 116 online and in-person interactive activities
- 7,500 young participants.

COMMUNITY SERVICE GRANTS

In August 2020, we launched a COVID-19 Community Response Grant. It aimed to help local organisations respond to emerging community priorities due to COVID-19. The program ran for 5 months. We then revised and incorporated a Community Response Grant category as an ongoing offering in our Community Development Funding.

Our grants enabled essential programs and services to continue throughout COVID-19. They also enabled organisations to respond with food relief, technology and online programs to support families and people who were isolated and/or doing it tough due to COVID-19.

- 51 grants were funded for a total value of \$222,108.89.
- The community identified that more than 30,000 Logan residents were supported through these projects.

LIVE WELL LOGAN PROGRAM

When the Live Well Logan program was impacted by COVID-19 restrictions, we surveyed participants to find alternative ways to deliver our program. Feedback from 480 respondents indicated strong support for an online offering. We created an Active and Healthy at Home webpage that linked to providers' platforms. This enabled community members to engage with and participate in Live Well Logan activities online. Live Well Logan resumed delivery in an in-person format on 1 September 2020, with 44 service providers delivering more than 140 programs. These activities were attended by more than 7,000 individual participants.

RESPONDING TO DOMESTIC AND FAMILY VIOLENCE

Evidence indicated there has been an increase in domestic and family violence during the pandemic. In response to concerns in the City of Logan, we:

- developed domestic and family violence resources for culturally and linguistically diverse communities
- supported the Not Now, Not Ever in Logan domestic and family violence campaign
- hosted the annual domestic and family violence vigil in partnership with the Centre for Women and Co, and YFS
- purchased 15 Live Life Alarms and donated 10 to the Centre for Women and Co and 5 to 99 steps.

Our 2020/21 Operational Plan

The 76 projects in our 2020/21 Operational Plan deliver against the following 6 priorities outlined in our Corporate Plan 2017–2022:

Corporate plan priority	Projects
Quality lifestyles (QL)	25
Conveniently connected (CC)	9
Economic transformation (ET)	6
Image and identity (II)	8
Green and renewable (GR)	10
Next generation governance (NG)	18
Total	76

2020/21 Operational Plan performance highlights

This annual report focuses on the 6 priorities outlined in our Corporate Plan 2017–2022. These reflect the vision for our city and how Council plans to deliver this vision for the community.

How we did: our performance scorecard:

Projects	Number
Completed	68
Undeliverable	7
Not proceeding	1

Performance scorecard definitions

Projects	Definition
Completed	The project has met planned targets or all planned milestones have been achieved (project closure).
Not complete	The project was not delivered by its target date.
Not proceeding	A decision has been made to cancel the project.

You can read more about our operational plan performance in our complete Logan City Council 2020/2021 Annual Report.

Delivery of Council's Operational Plan — 5-year trend

Financial year	Percentage complete
2016/2017	86%
2017/2018 ¹	88%
2018/2019	81%
2019/2020	82%
2020/2021	89%

¹ 2017/2018 was the first financial year of reporting against our Corporate Plan 2017–2022.

Delivery of Council's Corporate Plan 2017–2022

This is the final year we report against our Corporate Plan 2017–2022. At its meeting on 21 June 2021 (minute number 228/2021), Council adopted the new Corporate Plan 2021–2026.

Council's performance in achieving the priorities of the Corporate Plan 2017–2022, through the delivery of projects in our annual operational plans, is as follows:

Priority area	Total projects	Completed	Not complete	Not proceeding	On-time delivery ²	Overall delivery
Quality lifestyles	87	81	5	1	93%	99%
Conveniently connected	32	28	4	0	88%	100%
Economic transformation	27	24	0	3	89%	89%
Image and identity	41	33	7	1	80%	98%
Green and renewable	50	43	4	3	86%	94%
Next generation governance	78	60	14	4	77%	95%
Total	315	269	34	12	85%	96%
Percentage	100%	85%	11%	4%	85%	96%

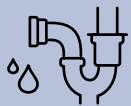
Corporate Plan 2017–2022 performance summary

- Council delivered 85 per cent of its operational plan projects on time over the course of the Corporate Plan 2017–2022.
- Projects marked as 'Not complete', were delivered after their original target date.
- As at the end of the Corporate Plan 2017–2022, Council achieved an overall delivery of its operational plan projects of 96 per cent.

² Calculated by the total number of projects delivered on time for the priority area. These are marked as 'Completed'.

Financial performance highlights

Where did Council earn its income from?



32%
Utility charges



20%
General rates



19%
Asset donations



8%
Environment and community charges



7%
Developer contributions



5%
Grants and subsidies



5%
Fees and charges



2%
Recoverable works and sales



2%
Interest and other

Where was the money spent?

Materials and services
41.3%

Employee costs
25.6%



Depreciation
20.6%



Asset reworks
5.5%



Plant hire/running costs
2.8%



Borrowing costs
1.9%



Revaluation expense
1.5%



Other expenses
0.8%



Council is in a sound financial position at 30 June 2021³.

- Council has a 3.2:1 (last year 3.4:1) working capital ratio (ratio of current assets to current liabilities). This means that Council has more than 3 times the amount of current assets available to meet current liability obligations.
- Our low debt levels resulted in a favourable debt-to-equity percentage (debt as a percentage of community equity) of 3.9 per cent (last year 3.8 per cent).
- The negative net financial liabilities ratio (total liabilities less current assets as a percentage of operating revenue) is -20.31 per cent. Last year it was -18.8 per cent. The negative ratio indicates that Council has a large capacity to borrow if and as required.
- Council's total assets value has decreased by \$386.8 million over the past 12 months to \$6,344 million as at 30 June 2021 (last year \$6,731 million).

- We have an operating surplus of \$3.6 million (last year \$0.3 million) and an operating surplus ratio of 0.63 per cent (last year 0.05 per cent). This is against an industry standard of between zero and 10 per cent for the 2020/21 financial year.
- Council remains in a sound financial position as at 30 June 2021 in terms of both short-term liquidity and long-term sustainability.

Most information presented in this report is over a 5-year period to allow readers to judge trends in Council's performance. Our interest-bearing debt has decreased by \$17.7 million over the past 5 years. Capital expenditure over the same period amounted to \$966.8 million.

You can read more about our financial performance in our complete Logan City Council 2020/2021 Annual Report.

³ All financial information presented in this report relates to Logan City Council only, not the consolidated group.



Operational plan highlights



Grace Seto, Zara Tuana, Taira Paewai and Rosabela Koeun at Cronulla Park PCYC

Quality lifestyles

CRONULLA PARK POLICE CITIZENS YOUTH CLUB

We partnered with the Queensland Government to build a \$14 million indoor facility at Cronulla Park in Slacks Creek. The project is part of the proposed master plan for the Cronulla Park Redevelopment. The Police Citizens and Youth Club (PCYC) will lease the facility from Council. PCYC will fit out the facility to meet community needs and expectations. The new PCYC was due to open in late 2021.

UNDERWOOD PARK MULTI-SPORT DEVELOPMENT

Underwood Park is a major open space and recreational park located in Rosedale South. We are replacing existing, aged infrastructure with efficient, modern facilities. This year, we completed Stages 1 and 2 of the \$11.875 million multi-sport development. We have partnered with the Queensland Government to jointly fund the redevelopment.

KINGSTON BUTTER FACTORY CULTURAL PRECINCT

Kingston Butter Factory is being redeveloped as an entertainment and cultural precinct. Construction continued through 2020/21. The historic building is being redesigned as part of the major project. It will incorporate a new black box-style theatre and a living museum. We aim to celebrate the stories of our people, including our Aboriginal and Torres Strait Islander communities. The outdoor precinct will have capacity to cater for large scale outdoor concerts and events and includes a purpose-built outdoor stage. The new precinct also includes a heritage centre.

LIBRARIES LEARNING AND DISCOVERY STRATEGY 2019-2023

We developed and implemented a range of online services in response to COVID-19. Key statistics include:

- more than 3,070 people participated in a library early years learning program
- 9,500 take-home activity provided packs to children and families
- more than 510 young people participated in an online library school holiday activity
- 1,650 people participated in an adult library event or activity
- 1,344 hours of one-on-one adult literacy tutoring was delivered
- 132 people participated in one of the library's access and inclusion programs
- 342 people regularly participated in online and face-to-face English conversation classes for migrants
- 51,268 library items were bulk delivered to 434 home library service customers.

LIBRARIES EARLY YEARS AND FIRST 5 FOREVER INITIATIVES

First 5 Forever continued to positively support families in 2021/22. The program aims to support learning outcomes for all Logan children aged birth to 5 years. It provides programs that offer talking, reading, singing, playing, dancing and moving. First 5 Forever also supports parents and carers to be confident as their child's first and most important educator. It gives them access to resources they need through public libraries and the First 5 Forever website.

ARTS, CULTURE AND HERITAGE STRATEGY 2018-2022

We developed a plan in 2020/21 for actions across 5 strategic outcome areas of the strategy – development, engagement, places and spaces, partnerships and communication. We delivered actions against these outcome areas. One of the key highlights was Logan Art Gallery receiving the Museums and Galleries National Award of highly commended in 2020 for the exhibition of Aboriginal and Torres Strait Islander artists' works *Our stories and designs*.

ACCESS AND INCLUSION PLAN 2019–2022

We delivered a wide range of outcomes through the Access and Inclusion Plan 2019–2022. The plan guides actions and practices across our organisation to create a more inclusive and accessible community. Our 21 branches work together and with the community to deliver the 84 actions in the plan. Of those actions, 57 are on track, 25 have been completed and 2 are on hold. We became the first local government in Australia to achieve a gold standard level through the Plain Language Pro program for our website.

RECONCILIATION ACTION PLAN

We uphold Aboriginal and Torres Strait Islander peoples as Australia's first peoples. We work collaboratively to support reconciliation and closing the gap initiatives. Our second Reconciliation Action Plan (RAP) for June 2019 to December 2020 involved the whole organisation. It outlined our commitment to supporting reconciliation across the City of Logan.

SAFERROADS4LOGAN IMPLEMENTATION AND EVALUATION

Our road safety strategy, SafeRoads4Logan, is a strong partnership initiative. In 2020/21, we continued to deliver outcomes through:

- road safety leadership and coordination
- public road safety awareness
- safety improvements for vulnerable road users
- road safety improvements to the network
- safer school environments
- black spot upgrades.

Conveniently connected

LOGAN PLANNING SCHEME MAJOR REVIEW

In June 2020, we invited the community to participate in the review of the Logan Planning Scheme 2015. We received and collated around 150 submissions. We reviewed and considered this feedback over a series of meetings and workshops. A briefing on identified priority items was presented to Council in February. At its meeting on 28 April 2021, Council resolved to amend the Logan Planning Scheme 2015. The decision supported the recommended changes identified in the major planning scheme review. Changes include improvements to the rules for residential subdivisions to avoid smaller lots and achieve different sizes of lots to accommodate variations in housing. The approved changes are presented as a series of packages. We intend to adopt these as Version 9 of the Logan Planning Scheme in 2022. The amendment packages were submitted to Queensland Government for state interest review in June 2021.

PLANNING FOR TRUNK INFRASTRUCTURE

To support Logan's growth and development, we need to plan and deliver our infrastructure network. This year, we reviewed our Local Government Infrastructure Plan. We did this to make sure we can deliver trunk infrastructure when we need it. Council adopted updated planning assumptions in 2020/21. These were based on revised development forecasts for the city. We also commissioned a new city-wide stormwater strategy.

SEALED ROAD NETWORK CONDITION SURVEY

Periodically, we complete a condition survey of the entire City of Logan's sealed road network. The aim is to assess the overall condition of our roads and prioritise future road pavement rehabilitation. In 2020/21, we engaged a specialist consultant to complete infield data collection in March 2021. The consultant has been processing this data into meaningful formats suitable for inclusion in Council's pavement management system. This survey will provide current road condition data, across numerous criteria, about the sealed road network. This will allow for quantification of pavement network deterioration over time. It will also allow us to project pavement condition in future years, assess appropriate treatments for individual road segments, and develop a prioritised pavement rehabilitation program of works.

CHAMBERS FLAT WASTEWATER TREATMENT PLANT

We have acquired land at Pleasant View Road in Chambers Flat for a future wastewater treatment plant. Planning is now under way. The new facility will support growth in the Queensland Government's Priority Development Area in Yarrabilba, as well as in Park Ridge and Logan Village. In 2020/21, we applied to the Minister of Natural Resources, Mines and Energy to acquire 144 hectares of land for the Chambers Flat Wastewater Treatment Plant under the *Acquisition of Land Act 1967*. The request was approved by the Minister. This enabled Logan Water to start planning studies for the future wastewater treatment plant, including developing a draft recycled water strategy. The strategy aims to identify potential future uses for high quality recycled water from the wastewater treatment plant for agriculture, farming or industrial purposes.



CEDAR GROVE ENVIRONMENTAL CENTRE

The Cedar Grove Environmental Centre, an innovative wastewater treatment facility and community asset, opened in October 2020. Community members are now enjoying family picnics and peaceful 2-kilometre walks along one of the most beautiful parts of the Logan River. The 204-hectare site is also home to:

- a community-operated Landcare nursery
- almost 120,000 native trees and shrubs
- some of Logan's oldest recorded trees
- more than 20 bird species.

WASTEWATER PIPELINE PROJECT (BEENLEIGH TO LOGANHOLME)

Logan Water assessed the capacity, condition and performance of the Beenleigh Wastewater Treatment Plant (WWTP). The Loganholme WWTP is the city's largest wastewater treatment plant. We identified that transferring wastewater to the Loganholme WWTP was the best option for the future. Once that happens, we will decommission the ageing Beenleigh WWTP and replace it with a smaller pump. The Beenleigh Wastewater Treatment Plant (WWTP) to Loganholme WWTP pipeline project will help us meet future water service needs. We designed a 2-kilometre trunk wastewater pipeline and pump station. The design includes associated infrastructure to transfer wastewater flows. This pipeline will transfer wastewater from the Beenleigh plant to the Loganholme plant.



Economic transformation

GENERATING INVESTMENT AND LOCAL JOBS

In 2020/21, 449 new jobs were created in the City of Logan and 311 were retained. These increases were supported by related investment announcements worth \$229 million. This represented direct attraction of 19 projects in sectors including:

- transport and logistics
- manufacturing
- health and medical
- retail
- new office space.

WORKSHOPS FOR OUR BUSINESS COMMUNITY

In 2020/21, we delivered 26 workshops across the city. This exceeded our annual target of 15. Our activities supported local businesses across a range of areas including:

- digital marketing
- staff management
- finance
- tendering tips for government business.



Wembley Business Park at Berrinba — looking towards Logan Central, Daisy Hill and Springwood

THE COLAB GROWTH HUB

The coLab was officially launched on 26 March 2021 by Logan Mayor Darren Power and Minister for Tourism Industry Development and Innovation Hon Stirling Hinchliffe MP. The aim of the coLab is to create high-value jobs of the future and contribute to the growth and vibrancy of the City of Logan. It is a place where scaling ventures can grow in a supported and globally connected environment. The coLab offers an international launch pad and pathway to scale for resident ventures (known as portfolio companies). The inaugural 3 portfolio companies were appointed in March 2021.



Image and identity

NEW CORPORATE BRAND INTRODUCED

We introduced a new corporate brand in 2020/21, which included a new logo. The new brand is part of our new City Positioning and Strategic Marketing Framework. The framework is a comprehensive brand positioning strategy that consolidates the City of Logan's vision, mission and goals. It considers our existing strategies, defines a fresh new scope and offers a strategic direction with emphasis on our whole-of-city position. Roll-out of our new brand and logo started in December 2020 and was well-received across the organisation and community.

LOGAN: CITY OF CHOICE REVIEWED

Plans progressed in 2020/21 for a new iteration of the Logan: City of Choice initiative. Logan: City of Choice is a collaboration involving community, corporates, non-government agencies and all 3 levels of government. It's an initiative of Council, supported by state and federal government partners. The City of Choice Leadership Team supports outcomes where an independent team of thought leaders has capacity to influence key government, business and community stakeholders on matters that are beyond the traditional scope of local government. We are awaiting advice from state and federal governments on their future support for signing a memorandum of understanding.

PARKS KEY PROJECTS

We delivered a number of projects across 22 parks, from playground replacements new shelters, shade sails and toilet blocks, to bridges and viewing platforms, bike tracks and half basketball courts.

CATAPULT YOUTH ENTERPRISE AND ENTREPRENEURSHIP PROGRAM

We delivered our first Catapult Youth Enterprise and Entrepreneurship Program in 2020. The program is a fun, hands-on way for young people aged 12 to 18 years to learn the skills they need to succeed in business and in life. Catapult is a Council-led partnership with business, education and community sectors. It offers a range of opportunities to help young people build an entrepreneurial mindset and enterprise skills. We engaged:

- 22 industry partners through the pilot program (which helped us strengthen partnerships between the business sector, young people and Council)
- 84 students, with 34 progressing through to later stages and receiving further capability development
- 18 educators, school leaders and support staff in the professional development sessions.

An independent evaluator was engaged to assess the strengths and areas for further development. This was then used to guide planning and delivery for 2021.

Green and renewable

RIVERINE DISCOVERY CENTRE

In 2020/21, we undertook a Riverine Discovery Centre Feasibility Study. We also had concept designs developed. The proposed Riverine Discovery Centre offers environmental, tourism and economic outcomes for the City of Logan. The study and images show the potential of what a Logan Riverine Discovery Centre could look and feel like. They will support further funding applications. We propose to build the innovative centre at the Albert River Parklands in Eagleby, overlooking the Albert River. The project has attracted funding from the Queensland Government, through South East Queensland Community Stimulus Program grant funding.

ENVIRONMENT EVENTS AND ACTIVITIES

We again offered a wide range of environmental events and activities across the city. The aim is to encourage our community to learn more about the City of Logan's natural environment.

2021 WASTE COLLECTION CONTRACT

Council's waste collection contract held by JJ's Waste and Recycling expired on 31 July 2021. This is the contract that covers wheelie bin collection, kerbside clean-up, public place collections, dead animal collections, special event collections and transfer station transfer bin haulage. A comprehensive tender process resulted in the contract being awarded to Cleanaway in May 2020. An implementation plan was prepared and implemented from May 2020 right up to contract commencement on 1 July 2021. The contract commenced on 1 July 2021 as scheduled.

GREEN WASTE BIN SERVICE INTRODUCTION

A component of the 2021 waste collection contract was the introduction of an optional green waste bin service. This service provides an opportunity for residents to divert their garden waste away from the landfill bin and into a dedicated green waste bin where the garden waste will be turned into compost. We received around 8,500 green waste bin applications, and we delivered the bins by 30 June 2021 ready for commencement from July 2021.

REGIONAL WASTE RESOURCE RECOVERY

In 2020/21, we led a regional expression of interest process to test the market for resource recovery and/or waste disposal services. We did this on behalf of a South East Queensland Sub-Regional Alliance of Councils. We were looking for recovery and/or disposal service options that:

- are affordable, reliable and acceptable
- provide long-term security and can respond to changes in waste volumes and composition
- maximise the recovery of resources and minimise the disposal to landfill
- encourage economic development and circular economies
- deliver environmental and sustainability benefits.

Combining our waste volumes resulted in better solutions than the individual councils could achieve separately. We shortlisted organisations interested in establishing proposed recycling facilities. The alliance invited those organisations to participate in an early tender involvement phase in 2020/21.



Logan River Parklands
banks stabilisation



Logan Loves Seniors Day



Cleanaway at Logan Eco Action Festival



Council's new green waste bins



Logan Eco Action Festival

Next generation governance

WEBSITE TRANSFORMATION PROJECT PHASE 2

We continued to make improvements to our new corporate website, which achieved compliance goals for website accessibility and plain English. In 2020/21, we maintained our strong customer focus, recognising the importance of broader access and inclusion improvements.

EMBEDDING AND SCALING INNOVATION

We have a focused investment on making innovation a priority within Council. We do this through establishing key central coordination functions and supporting key priorities identified within the 4-year Corporate Innovation Strategy. We define innovation as doing things differently and better. In 2020/21, we focused on building business transformation and organisational capability by creating and sharing new knowledge. We also supported a number of process improvement and transformation related projects.

A NEW ADVOCACY STRATEGY

Our advocacy efforts continued on behalf of our community in 2020/21. This year, we reviewed and evaluated our previous advocacy strategy. We then developed a new 3-year advocacy strategy, following extensive meetings and workshops across Council. The City of Logan Advocacy Strategy 2021–2024 provides a framework for us to plan and deliver advocacy activities. It provides clarity on where to focus our efforts and what actions need to be undertaken.

ENHANCING STRATEGIC ASSET MANAGEMENT

This year, we developed and delivered the Asset Management Strategy 2020–2023. The strategy guides our asset management planning and practices under the umbrella of the Asset and Service Management Policy. It helps ensure we can deliver services to the community that are financially sustainable in the long term. We do this through ongoing improvements to all stages of the asset management lifecycle.

NEW QUALITY MANAGEMENT SYSTEM FOR PLANT/FLEET

A project team was formed and coordinated a gap analysis of Plant Fleet Services' current quality management system against ISO 9001:2015. The aim was to:

- identify and report on changes and improvements required to enable compliance with ISO 9001:2015
- review and update processes and practices from the existing quality management system
- obtain and maintain ISO9001:2015 accreditation in business operations.

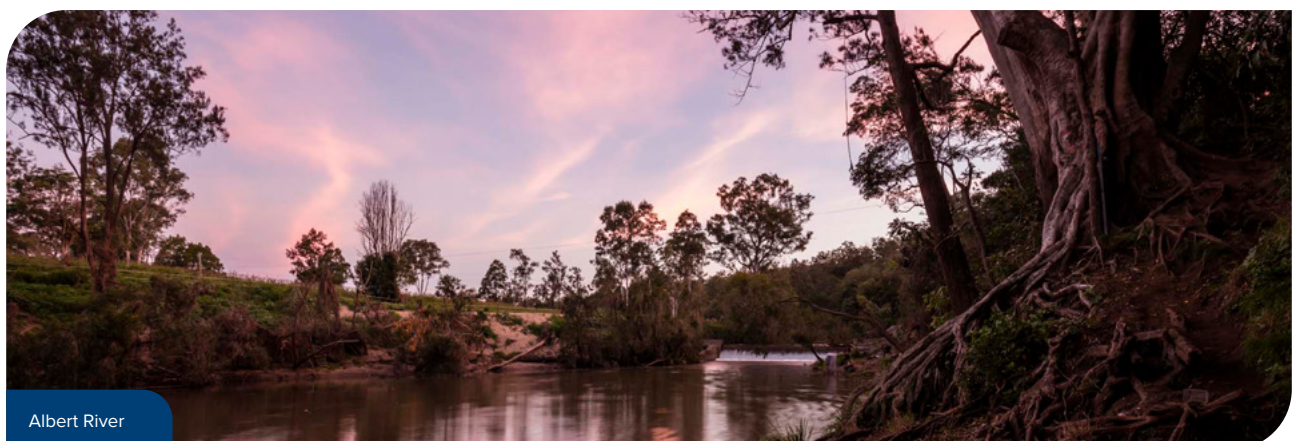
LOCAL DISASTER MANAGEMENT PLAN REVIEW

Every year, we review our Disaster Management Plan. This year's review identified that our current evacuation centre processes could be improved to better support evacuated communities during pandemics. To progress these improvement opportunities, we coordinated a 3-tiered, multi-stakeholder exercise and evacuation program. This involved more than 70 multidisciplinary stakeholders testing evacuation concepts. We ran the stakeholder exercises using COVID-safe practices. Together, we reached a new common agreement on evacuation centres.

LOGAN AND ALBERT RIVERS FLOODPLAIN STUDY

We initiated the Logan and Albert Rivers Floodplain Study to update our flood model. We needed to take account of new data and changes in the catchment, including new infrastructure and development. The update also assessed severe recent weather events in the City of Logan, including the 2017 flood event. We are now planning a move towards a risk-based floodplain management framework. The aim is to ensure land use planning and development is well matched to the flood risk.

You can read more on these highlights in the complete Logan City Council 2020/2021 Annual Report.



Albert River

Financials

We have included a summary of our financial position at the end of 30 June 2021 on pages 32 and 33 of this report. You can find complete financial reporting details here: logan.qld.gov.au/annual-report-1

Looking forward

Council's new Corporate Plan 2021–2026 was developed following focused and meaningful community consultation. We asked the community to tell us: 'If it was up to you, what would the City of Logan be like in the future?' The feedback was distilled into 7 priority areas of focus. The new corporate plan focus areas will guide our actions over the next 5 years to achieve the community's vision.

In the next financial year, we will commence delivery on the new Corporate Plan 2021–2026 and its priority focus areas:

FOCUS AREA 1:

Maintaining current levels of services



FOCUS AREA 2:

Proud city



FOCUS AREA 3:

Environment



FOCUS AREA 4:

Healthy connected community



FOCUS AREA 5:

Economy and growth



FOCUS AREA 6:

Infrastructure



FOCUS AREA 7:

High performing organisation



You can view the projects we have planned for these focus areas in our complete Logan City Council 2020/2021 Annual Report.

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